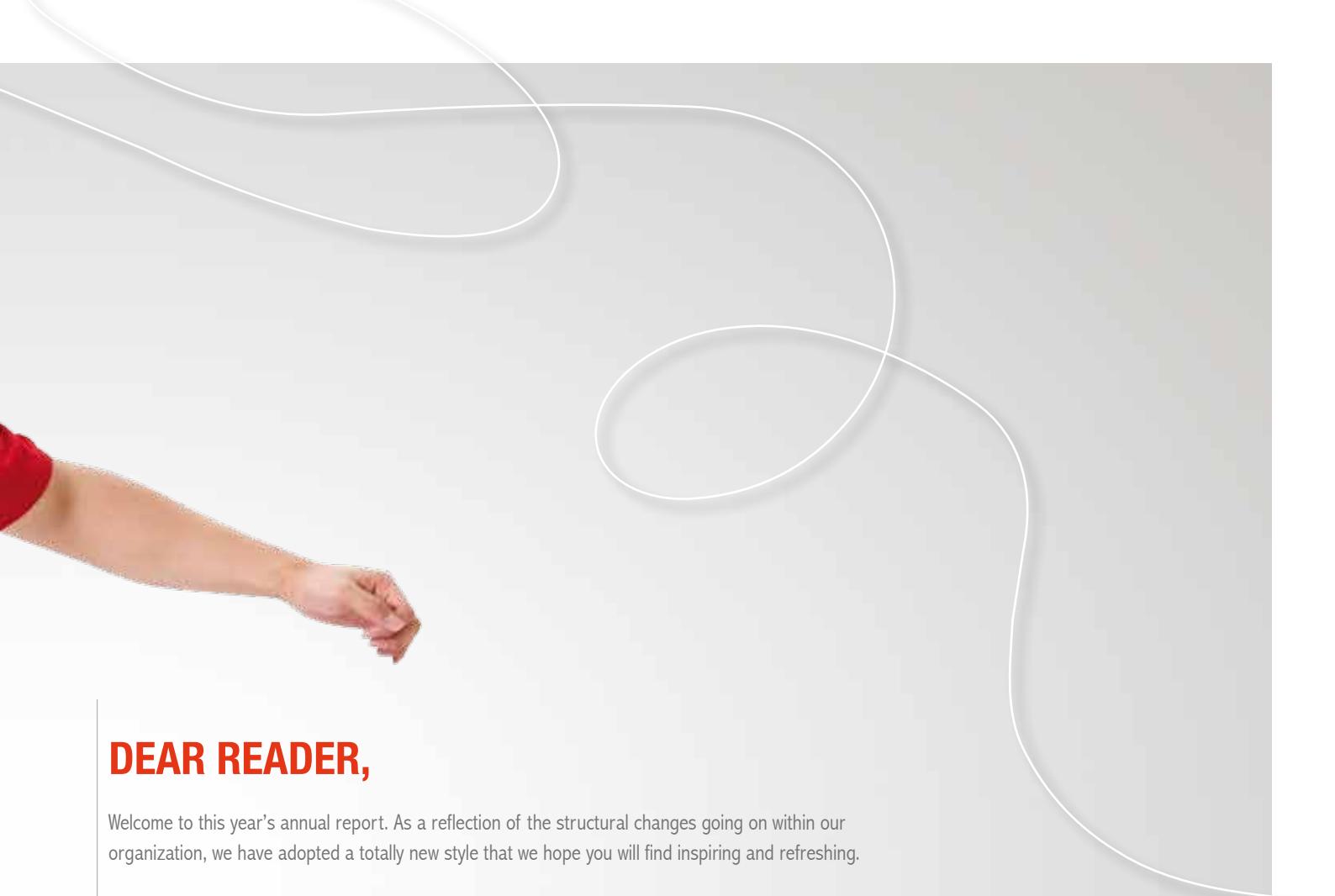


ANNUAL
REPORT
2011







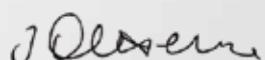
DEAR READER,

Welcome to this year's annual report. As a reflection of the structural changes going on within our organization, we have adopted a totally new style that we hope you will find inspiring and refreshing.

In addition, we have arranged the contents somewhat differently. Whereas in the past there were chapters on the work of each committee, this year's report is broken down into three major themes that are essential to our work and are now cornerstones of our strategic objectives.

These three themes – content, know-how and influence – therefore each contain elements from all of the EBU's sectors and the work of their relevant committees.

I hope you enjoy reading about our year.



Ingrid Deltenre
Director General





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contents



Our vision: Working with the best we shall be the most indispensable, influential and respected international media community.

Founded in 1950, the European Broadcasting Union is the leading association of national media organizations in the world. Our Members are 85 national media organizations in 56 countries across Europe, and 36 Associate Members in other regions of the world.

The **EBU's role** is to make public service media indispensable, by facilitating the exchange of programmes, providing competitive services, organizing inspiring platforms to exchange knowledge and expertise, and ensuring the best possible legal and technical framework on national or international levels.

PROGRAMMES & SERVICES

- **Exchanges:** Daily exchanges of news items help Members cover current news. 45,000 news items are exchanged every year. More than 3,700 radio concerts per year.
- **Coproduction:** 53 TV coproductions annually including the world's favourite TV show, the Eurovision Song Contest.
- **Online media:** Encouraging PSBs to take advantage of the full spectrum of media opportunities.
- **Transmission facilities:** From leased satellite space to its fibre optic network spanning the globe.
- **Events:** The EBU is the world leader in transmissions of sport and live events for its Members wherever they are happening worldwide.
- **Rights:** Negotiating major contracts on behalf of its Members, including FIFA World Cup, UEFA and Tour de France.

KNOWLEDGE & EXPERTISE

- **Technical expertise:** A respected source of influential know-how among international organizations, promoting uniform, open standards and driving innovation.
- **Legal support:** The highest level of expertise, monitoring national and international legislation and providing advice and support.
- **Ensuring** an optimal legal and policy framework.
- **Promoting public service values:** The EBU ensures that national broadcasters have a voice on the international stage.
- **Championing** the future role of public media in Europe and public service media internationally.
- **Training:** Giving Members' staff the skills and knowledge to face the market's changing demands.

FACTS & FIGURES

- Every year we transmit more than **3,700 concerts and operas** over the Euroradio network.
- We pool more than **45,000 news and sports stories** annually in the Eurovision News Exchange Network.
- We deliver **1,900 hours of programming** to Members annually, including animation, fiction, documentary series, and classical music.
- Our network carries more than **20,000 hours of live sports coverage** annually.
- **26 sports federations** representing 18 Olympic sports maintain long-standing relationships with the EBU.
- Eurovision's global satellite and fibre network covers Europe, the Middle East, North Africa, Asia, Australia and the Americas and provides **permanent connections between major cities** around the world.

OUR PEOPLE

- **300 professionals** in Geneva and **47 people** in offices around the world.
- **46 different** nationalities.
- **Average age:** 43 years.
- **Gender:** 49% women 51% men.

REPORT

OF THE PRESIDENT AND DIRECTOR GENERAL



Many of the challenges faced by public service media today are a result of the converging media environment. Over the past 12 months, the Executive Board and EBU management have focused on these challenges and on synchronizing the work of the Permanent Services in Geneva with the overall EBU strategy adopted by our Members at the summer 2009 General Assembly in Copenhagen. This process has concentrated largely on restructuring the Permanent Services and will better enable the EBU to serve and support Members in the rapidly changing media world in which public service media will remain the point of reference.

The citizens that we serve today are increasingly searching for information and entertainment at a time and place of their choosing rather than in accordance with set radio and television schedules. They surf all available media for what they want. Content is the key to this converging media world. Public service media have a rich history of providing creative content, and should continue to deliver this content across all platforms in the future.



NEW STRUCTURE

One of the most important strategic objectives of the EBU is to raise the profile of public service media. The creation of the new Department of **Public Affairs & Member Relations** along with the addition of another European affairs advisor for the EBU Brussels Office, reflects the importance of drawing attention to the strengths of public service media and its future role. We were pleased to appoint Ignasi Guardans as the new director of this department at the end of April 2011. As a former Member of the European Parliament, Mr Guardans is very well acquainted with EU legislation. His extensive experience of politics and business will clearly strengthen the EBU's public affairs work. The new department will work with the **Legal** Department to help the EBU and its Members more effectively influence political and regulatory developments not just at European, but also at national and international levels. As EU legislative proposals on copyright come forward, this higher profile will give the EBU the chance to follow up on the debate it launched with a white paper on the matter last year and influence future legislation.

The department will also ensure targeted support for Members with specific needs within the Special Assistance Project. Under the leadership of EBU Vice-President Claudio Cappon, the project continues to evolve and the Permanent Services have now started to establish valuable alliances with other international institutions and organizations that are willing to lend financial or political support to the cause of public service media. The project is open to all EBU Members. Much of its work in the coming months will focus on how best to exploit the opportunities for strengthening public service media in North African countries following the recent social and political upheavals there.

A major focus of the Executive Board and EBU management in the immediate future will be to determine the strategy for all operational activities. In anticipation of this, the EBU's operational

activities have been restructured with the separation of the former Eurovision Operations Department (EVO) into two new departments, namely **Sports & Business** and **Network & News**. The new departments will continue to provide high-quality services for Members and customers as in the past. In addition the new structure should help the EBU compete in the commercial-market environment. As a market player, the EBU must maintain its competitive edge and restructuring the Eurovision Operations Department will ensure that the EBU delivers.

In addition to the restructuring of the Permanent Services that has already been undertaken, the creation of a new department is being discussed with Members and in the Executive Board. This department would focus on stimulating collaboration and convergence, particularly with regard to content-related activities currently shared between the Radio and Television Departments along with the news activities of the Network & News Department.

There is agreement that any such reorganization must safeguard and improve the quality of services for all Members regardless of their financial or technical situation. Additionally, the production or sharing of content through the EBU should be addressed with a 360-degree approach (audio/video/online) focusing on Members' audience demands. Member involvement and participation through the existing TV, Radio and News Committees would be preserved. Discussions are continuing with the Members and the committees with a view to establishing a set of common principles so that the new department could be set up in the latter half of 2011.





OPTIMAL NETWORK

One critical task in maintaining the EBU's market position will be the need to reduce the cost of services provided over the EBU network. This will be central to the work of the EBU and the new **Network & News** Department over the coming months. The EBU is pleased to have Graham Warren on board as the new director of this department from March 2011. Mr Warren's extensive experience in the development, deployment and operation of satellite and terrestrial networks will be of invaluable assistance to the EBU as it concentrates on this important task, while ensuring a high standard of quality for network services.

While there are some short-term measures for controlling costs, both the Executive Board and EBU management have acknowledged that any long-term reduction will only be possible by determining the optimal network architecture for providing both new and existing services. The **FUNA (FUTURE Network Architecture)** project is the core of the EBU's network strategy. It was first presented to Members at the General Assembly in December 2010. The project is progressing well and the final phase focuses on developing future network scenarios, which will then be tested through case studies. The results will be presented at the General Assembly in Helsinki in July 2011. The discussion at the General Assembly will be crucial as the Executive Board and EBU management will need to take prompt action to implement the scenario, which will ensure the continued provision of both existing and new high-quality services for Members at a lower cost and is also in line with the strategy for operational activities to be approved by the Board in the second half of 2011.

In addition to the FUNA project, the **Network & News** Department is already very much committed to modernizing the News Exchange for the benefit of our Members. In parallel with the current satellite-based service, a new system is being implemented that will allow Members to receive and contribute news items as data files. The **Transition-to-File** project will involve substantially upgrading the newsroom systems in Geneva as well as assisting Members in integrating the interfaces for the new file contribution and distribution system. The system will reduce costs and deliver other improvements and benefits, such as the direct exchange of news items between Members and video-over-internet services.





SPORTS STRATEGY

The new **Sports & Business** Department has also been a focal point of our strategic objectives. At the December 2010 General Assembly, a new EBU Sports Rights Acquisition Strategy was adopted that will follow a tailor-made approach to sports rights acquisitions, allowing Members to purchase only those rights they need – the core rights – from any package offered by a given sports federation. The remaining residual rights from the package – the ancillary rights – will be acquired by the EBU, which will then sell them on the open market.

Since the winter 2010 General Assembly, the Permanent Services and the Executive Board have taken prompt action to implement this new strategy in full. After consultations with EBU Members coordinated by the Permanent Services, the Executive Board recently approved revisions of the relevant EBU sports rights acquisition rules and procedures along with the terms of reference for the new EBU Sports Rights Board (SRB).

The Executive Board has nominated the members of the SRB in anticipation of future contract negotiations where the EBU may need to acquire a very small and limited number of ancillary rights as part of the overall package so that Members can obtain the core rights they need.



© AFP

HYBRID MEDIA PLATFORMS

In this converging media world it is of strategic importance for the EBU to influence market developments that are key to the future of public service media. To this end, the EBU is drawing upon the expertise of its **Technology & Development** Department, in conjunction with other departments, to actively influence the development of hybrid media platforms that will be open for the distribution of rich public service media content from EBU Members. The EBU is strongly supporting cooperation between Members in relation to this to ensure they remain the 'masters of their content' as it is offered on other platforms.

Much of the strategic restructuring of the Permanent Services was launched in 2010 and we would like to sincerely thank those former members of the Executive Board whose term of office ended in 2010, i.e. Patrick de Carolis, Kostas Kekis, Kenneth Plummer, Zoltán Rudi, and Armin Walpen, for their invaluable guidance and contributions. These people played a very important role in developing the vision, mission and strategy of the EBU, as adopted in Copenhagen in 2009, from which the current strategic objectives are derived. Equally important, they supported the financial reforms implemented last year which brought an end to the structural deficit within the Professional Association activities along with the introduction of a new EBU debtors policy. These measures, along with the adoption of the early retirement package, have gone a long way towards ensuring the medium-to-long-term financial stability of the EBU. We thank them for their valuable efforts and wish them well in their future endeavours.

With the election of several new members to the Executive Board in 2010, the EBU has demonstrated the strength of its diversity. With their different backgrounds and experiences, Cilla Benkő (SR), Petr Fedorov (RTR), Zeynel Koç (TRT), Roger Mosey (BBC) and Maria Teresa Pignatelli (RTP) have brought new perspectives to the governance of our organization. Their contributions will enrich the discussions, debates and, ultimately, the decisions taken in guiding the EBU and determining how the Permanent Services can best serve and assist EBU Members.

We look forward to facing the challenges ahead in the conviction that the finest hours of public service media are still to come.

Jean-Paul Philippot
President

Ingrid Deltenre
Director General



EUROPEAN BROADCASTING

Television is booming. The average European daily TV viewing time reached its highest ever figure, of 3 hours 48 minutes, in 2010. Traditional broadcast TV is still the predominant player but people increasingly watch video in new ways.

The same development can be seen in radio consumption, where younger audiences in particular have developed personalized music listening habits, but leading to a reduction in their average radio listening time.

The transition to digital terrestrial TV is well under way in Europe. Some 15 countries have already switched off their analogue terrestrial transmission, while the move to digital has led to rapid growth in the number of channels on offer. The total number of channels has increased by 51% in the EU27¹ since 2008. Numerous public service media have launched digital channels to complement their main general interest output. Some of the most common formats are news and information, children and youth, and arts and education.

AUDIENCES

Competition has increased, yet public service media have lost only 3% of their market share over the past 10 years – a sure sign that people turn to public service broadcasters when they want to witness important events unfold. In 2010, the TV audience share of public service media averaged 28.8% in the EU27², remaining relatively stable (down just 0.2% on 2009). While the market share of general interest channels decreased by 0.7%, this was almost offset by a 0.5% increase in the market shares of their theme channels.

Europeans are watching more TV than ever. Daily viewing times grew by seven minutes in one year. This all-time high is due to a range of factors: the increase in choice, major sports events, improved functionality and quality brought by digital multichannels, modern flat screens and high definition TV. But in fact the viewing time only partially reflects the real figure, since the capturing of time-shifted viewing on television and other platforms is not yet possible in most countries (see charts p. 13).



¹Based on the number of channels included in the MAVISE database of the European Audiovisual Observatory, set up at the end of 2007. In the EU27, the number of channels were 5,049 in 2008 and 7,622 in 2010. For all the 36 countries covered by the EAO, the figure rose from 5,435 in 2008 to 9,893 in 2010, corresponding to a 82% increase in the number of channels.

²Not including Bulgaria, Malta, Luxembourg and Romania owing to missing data.

³Based on available EBU-SIS data from 28 Member countries. In 2006, the average daily listening time was 205 minutes. Seven of the countries made significant changes in their measurement systems in the past five years. The overall average should therefore merely be seen as the indication of the trend.

⁴Based on EBU-SIS data from 23 countries.

TECHNOLOGY

Free-to-air digital terrestrial television (DTT) is now operational in all EU countries except Romania. The combined total number of channels available to DTT households has increased to more than 760 (up from 500 in April 2009), including 40 channels that are on the DTT networks in more than one country.

Whereas at the end of 2009 HDTV was available

in only two of the countries where terrestrial TV plays a significant role (France and the UK), there are now high definition channels in 13 European countries. It is also interesting to note that 114 television channels have been launched specifically for mobile services.

Digital radio has been more problematic, pending the development of a common radio spectrum policy programme. However, where digital radio has succeeded, public service broadcasters have both provided substantial investments and promoted digital audio broadcasting (DAB) technology.

FUTURE DEVELOPMENTS

We are facing a period of innovation, trials and experiments. Technological solutions are being sought to combine the best of broadcasting with the internet and enable viewers to surf the web using a device such as a TV remote control.

These projects come in a variety of guises – HBB, Youview, MHP, Connected TV or radio, and Radio DNS are just some of them – but the situation varies widely across Europe. Consolidation will take place once these new services have been launched. Upcoming major sports events will be the moment for most broadcasters to be ready with new services.

The EBU remains committed to empowering its Members by providing information, international comparisons, best practice guidelines and focused market intelligence.

Latest EBU-SIS reports: www.ebu.ch

EXPECTED TRENDS:

- Consolidation and increased competition across the media sector.
- Continuing financial and political pressure on PSM.
- Rising importance of time-shifted viewing and internet-connected devices in media consumption patterns.
- Continued convergence between television and the internet with greater focus on socialization and personalization.
- Expanding channel offer, especially focused on pay-DTT and other digital platforms.

In 2010, the combined share for public radio stations averaged 37.3%, up 0.2% on 2009. As many as 60% of radio broadcasters reported growth in their share exceeding 0.5%, while 40% reported losses of more than 0.5%. This is another very good result, in the face of new music download services and the hundreds of new internet radio stations which have launched in recent years. The combined average radio reach in 28 European markets is very stable at 86%. The average daily listening time was 193 minutes in 2010, down from 205 in 2009 and 195 in 2008. This slow erosion³ is due to personalized music consumption especially among younger audiences, whose average listening time is significantly lower (134 minutes in 2010)⁴.



FUNDING

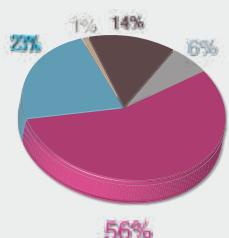
The financial situation is worse for most EBU Members than five years ago. There are many reasons for this. Members depending also on commercial revenues were affected by the financial crisis while others have not had their licence fee increased for many years or have even had it reduced for political reasons. The aggregated income of EBU Members⁵ totalled EUR 33 billion in 2009 – a 3.2% increase compared to 2008 and a 3.0% increase compared to 2004. This gives a value increase of about EUR 1 billion in 2009 compared to 2008. The difference in nominal value between 2004 and 2009 was +3.1%, while the difference in the constant value was –8.2%. Between 2008 and 2009 roughly one-fifth of EBU Members reported changes of less than 3%, 15 reported losses exceeding 3% (up to –20%), while 10 Members reported increases greater than 3%. This situation is in sharp contrast to the financial power of commercial broadcasters that rely not only on increasing commercial revenues but more and more on subscriptions.

There is a trend towards public service media depending less on advertising and more on licence fees (about 60% in 2009) and public funding (10%). The reasons for these changes in income vary from country to country, but an increased reliance on public funding (tax) was almost always accompanied by budget cuts and greater political pressure on the governing bodies.

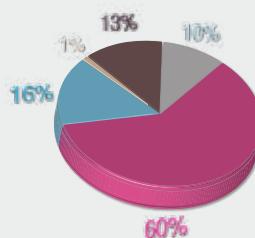
Most EBU Members experienced decreases in advertising revenues in 2009, due to the economic downturn and stricter advertising regulations. For most Members advertising accounts for less than 30% of the total income, with just four relying on it as their main source of revenue: ITV and Channel 4 in the UK, MTV3 in Finland, and TVP in Poland.

Evolution of funding mix: Breakdown of EBU Member income 2005-2009

2005 Total aggregated income: EUR 34.1 billion



2009 Total aggregated income: EUR 33.3 billion



- licence fee
- advertising
- sponsorship
- others
- public funds

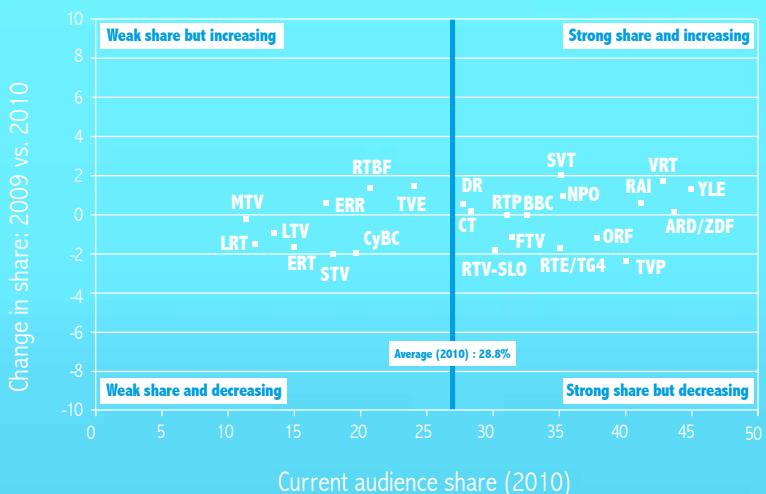
⁵Based on EBU-SIS data from 23 countries from 43 EBU Members converted into EUR.

PROGRAMMES

Despite their financial situation, public service media are continuing to provide a wide range of programme genres. They are more focused than the commercial channels on original, local, factual, cultural and news programming – genres that would be neglected if it were not for the public media. The quantity of original content depends on the size of the market and the broadcasters' financial situation. In times of financial crisis, the rate of repeats will be increased and the production of original programming cut.

But in 2010 public service media were able to keep their original programming output and most found efficiencies elsewhere.

TV audience share



Source : EBU-SIS based on Member's audience share data. Notes: The data cover the 24-hour annual share across all audiences for EBU Members. Internet viewing is not included.

Universe used per country (iso code):

+3 DE, SE, DK.

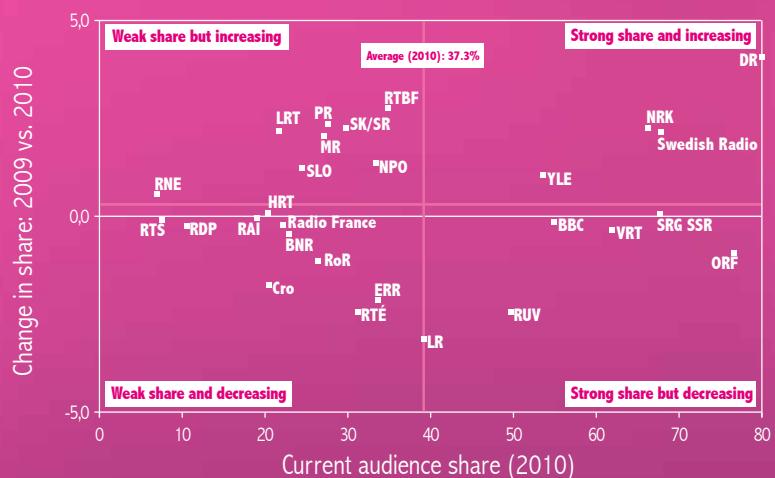
+4 GB, FR, IT, ES, BE, PT, IE, FI, PL, CZ, HU, LT, SI, EE, CY.

+6 NL

+12 AT, SK.

* Due to missing data for some years, channels in BG, LU, MT and RO have been excluded.

Radio audience share



Source : EBU-SIS based on Member's audience share data.

Notes: ORF data including regional networks; BBC data not including regional channels.

Switzerland not included as the change in measurement system implemented in 2009, in all three language regions, makes subsequent data incomparable with data older than 2008.

Global Programme Exchange



PROGRAMME EXCHANGE

Since the creation of the EBU over 60 years ago, the exchange and coproduction of programmes has been central to the EBU's business. In today's competitive environment the EBU is committed to supporting Members, helping them to be distinctive and relevant with unique content. Quality programmes strengthen Members, by helping them to stand out and remain relevant in their marketplace. The EBU community offers Members the benefit of pooling ideas and resources. The EBU's programme exchanges and coproductions contribute to their delivery of the best programmes to their audience.

Whether the content is news, sport, music or entertainment, Members get the support they need through the EBU's network of people. In the rapidly developing media environment, there is an increasing use of multiplatform content and deeper collaboration across platforms.



The News Exchange is a prime example of synergy in action. Thanks to this 24-hour, up-to-the-minute exchange, public service broadcasters gain invaluable help reporting international news. They are offered a unique service provided by a newsgathering workforce combining the resources of more than 60 participant organizations around the world. The Exchange gives editors access to a wide range of quality news coverage providing approximately 45,000 items a year, including breaking news, international, national and cultural news, sports news, as well as news of particular interest to younger audiences. Eurovision News editors solicit the major stories of the day and organize and gather stories of particular interest to individual Members.



In addition, the EBU News Exchange facilitates cooperation between 11 broadcasters in south-eastern Europe through its daily support of the ERN-O exchange, which covers political and cultural news stories from Ljubljana to Tirana, from Bucharest to Zagreb, and assists ERN-M, a Mediterranean exchange coordinated from Algiers with support from Geneva as required.

MEDIA FREEDOM

In early 2011, the EBU supported its Members covering the Tunisian and Egyptian revolutions and the violence in Libya, establishing independent feedpoints from which journalists could prepare and transmit reports in an environment free of political bias or pressure.

The journalist's role is to uncover, discover and report, while remaining neutral and providing perspective and balance in a complex, fluid and often dangerous environment. In Egypt and Libya, journalists were subjected to intimidation, violence, and worse, although the origin of these attacks is unclear. Some claimed they were government orchestrated, hoping to inhibit the work of foreign or domestic journalists, while others attributed them to random mob violence.

Whatever the reality, governments have a duty to protect journalists. The EBU condemns harassment of the media and frequently speaks out in their defence.

But it is important to note that official media of governments under siege are a vital source of information and footage. The Tunisian and Egyptian public broadcasters provided the EBU and its Members with invaluable coverage of important events as they unfolded and as the story evolved from government denials to a transition of power.

Following the transitions, the once government-controlled national broadcasters become an important source of information and news content.

EARTHQUAKE AND TSUNAMI

The EBU's relationship with associate broadcaster and sublicense holder NHK proved to be a great asset for the News Exchange when a 9.0 magnitude earthquake struck off the coast of Japan on 11 March, triggering a tsunami. NHK provided live coverage to the News Exchange by 0700 GMT – just over an hour after the quake – and continued to provide video and editorial information as the extent of the disaster became known. Live and edited coverage continued throughout the following days as the world watched the situation at the Fukushima nuclear plant become increasingly perilous. Thanks to the EBU's relationships with other broadcasters around the world, its Members were able to bring the story of this disaster to their viewers with such wide-ranging, impressive content.



© AFP

NEWS EXCHANGE

Efforts by the Eurovision News Exchange to give extra value to Members by providing the highest quality material for news programmes bore fruit during coverage of events such as the **Chilean miners'** 69-day ordeal, historic revolutions in North Africa, and **Japan's earthquake, tsunami and the nuclear disaster** that followed. Breaking news events also saw major operations established by the special news events team, enabling correspondents to report and go live from difficult and challenging environments to cover stories including the Moscow airport terror attack, the **Tunisian and Egyptian revolutions**, the hostilities in Libya as well as such set-piece events as Britain's **royal wedding**, the NATO summit, and the Eurovision Song Contest.

These high-profile events are in addition to the round-the-clock daily exchanges in which Members show real community spirit by offering news items in return for those provided by other broadcasters. Every day between 100 and 140 news items are exchanged – almost 45,000 items a year, along with roughly 7,000 hours of live transmission of major news events.

As well as cabling and providing technical support, the on-site Euroradio news team is responsible for uploading audio clips to the Euroradio News and Sports systems. This is for the benefit of reporters on site and provides content to Members that cannot afford to send anybody to the news venue. The Euroradio News Exchange System has more than 1,000 users from 125 organizations. There were 1,650 downloads and streams in the period under review. In addition, the Euroradio Sports Exchange is used by 40 organizations. In the same period, there were 1,200 downloads and streams.

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EURORADIO

NEWS EXCHANGE

- 1000+ users
- 125+ organizations
- 1,650 downloads / 2,230 uploads
- 3,155 streams

CULTURE EXCHANGE

- 38 organizations
- 685 interviews, discussions

SPORTS EXCHANGE

- 40 organizations
- 1,200 downloadsstreams

ROYAL ATTRACTION

Friday 29 April was a red-letter day for an event of worldwide interest: the royal wedding of Prince William to Catherine Middleton. Eurovision had been preparing for weeks to provide more than 60 Members with live pictures from London, in both standard and high definition. The media environment has come a long way since Prince Charles married Lady Diana Spencer in 1981: around 750 million viewers around the world followed that event, while viewing estimates for this year's ceremony were above two billion. It was the first truly global royal wedding since the dawn of multiplatform and rolling news, and the first to be broadcast in HD. Demand for access to the BBC's live coverage, provided by Eurovision, was exceptionally high.

Eurovision offered broadcast services from three sites, enabling Members' reporters to go live to camera before major London landmarks – Westminster Abbey, where the service was held, Buckingham Palace, the reception venue, and the Duke of York Steps on the wedding route.

In addition, a number of international broadcasters transmitted special programmes from purpose-built studios close to Canada Gate, with a backdrop of the Palace.





UPPING THE COMPETITION

Sport in its huge diversity is a big crowd-puller and a mainstay of the EBU's contribution to Members' programming. From contract negotiation to hands-on operations, the Sports & Business Department's activities span the world. Over the 12-month period covered by this report, the Sports Rights Unit managed around 120 events, an average of more than two per week, for more than 500 days of competition. The EBU's valuable sports rights portfolio contains more than 450 different sporting events for the period up to 2017. And the EBU maintains working relations with 26 different sports federations or organizers. Its Members therefore give coverage to sporting disciplines that would otherwise go unnoticed.

SPORTS RIGHTS STRATEGY

The challenge of the highly competitive sports rights market is to submit attractive offers at a fair market value within a tight timeframe. To help Members increase their reach and impact and remain relevant and distinctive, the EBU revised its sports rights acquisition strategy in 2010. The new strategy enables the EBU to respond to changing market conditions and act as a one-stop shop for sports federations. It can, if necessary, acquire additional ancillary rights its Members may not need in order to guarantee it obtains the core rights for its Members.

As part of this strategy, in early 2011 the EBU set up a new Sports Rights Board to carry out risk assessments on the acquisition of ancillary rights and consider whether they make good business sense. In particular, the Board will ensure ancillary rights are only acquired when it is necessary to obtain core rights.

MEDIATOR SERVICING SA

In December 2010 the EBU set up a subsidiary to market UEFA EURO 2012™ media rights in seven territories – Azerbaijan, Czech Republic, Hungary, Israel, Kazakhstan, Portugal and Slovakia – and fulfil certain servicing obligations to UEFA. The EBU had already won the open tender to acquire the initial package of EURO 2012 rights for 36 countries.

NEW AGREEMENTS

Athletics:	EAA 2012 and EAA 2013–2015, including the European Championships Helsinki 2012 and Zürich 2014, and other events, such as the European Indoor, Cross-country and Team Championships.
Cycling:	ASO 2012–2015 including Tour de France and 7 other major cycling classics.
Equestrian:	FEI 2011–2014 including World Cup Finals in dressage and jumping and World Equestrian Games 2014 in Normandy.
Football:	FIFA other events 2011–2014, including the FIFA Confederations Cup Brazil 2013, and 12 other events, such as FIFA U-20, FIFA Women's World Cup and FIFA Kickoff Celebration Concert South Africa 2010.
Ski Flying:	FIS World Championships 2011–2013
Speed skating:	World Cups 2010–2011
Swimming:	FINA 2010–2013 including the Shanghai 2011 and Barcelona 2013 World Championships.

SPORTS NEWS EXCHANGE

The Sports News Exchange is exclusively dedicated to bringing EBU Members sports news carrying more than 7,000 sports items in 2010, 3,200 of which were provided by EBU Members. Items consist of short excerpts, usually up to three minutes long, of sports events and sports-related items, such as press conferences, meetings, interviews and portraits. The items generally come from EBU Members, federations or independent producers and are distributed to more than 60 Members in 50 countries for use in their daily news and sports bulletins. At major sporting events, the Sports News Unit commissions and creates its own content to provide additional news material for EBU Members.



MAJOR SPORTS EVENTS

Alpine skiing: 9 major FIS World Cups in Austria including Kitzbühel, Soelden and Schladming.

Athletics: EAA 2010 European Athletics Championship (Barcelona), 2011 European Indoor Championship (Paris), SPAR European Team and Cross-Country Championships (Bergen and Albufeira).

Biathlon: World Championship (Khanty-Mansiysk in Russia) and 9 IBU World Cups in Östersund, Sweden; Hochfilzen, Austria; Pokljuka, Slovenia; Oberhof and Ruhpolding, Germany; Andholz, Italy; Presque Isle and Fort Kent, USA; Oslo, Norway.

Canoeing: World Championships in Poznan and Tacen.

Cycling: Tour de France and 15 other major cycling events including UCI World Road Championships (Melbourne), Vuelta a España, Paris-Roubaix, Amstel Gold Race, Tour des Flandres, Liège-Bastogne-Liège, Dauphiné Libéré, San Sebastian, Vattenfall Hamburg; along with UCI Track (Apeldoorn) and Mountain Bike (Mount St Anne/Canada) World Championships.

Equestrian: FEI 2010 World Equestrian Games (Kentucky), World Cup Final Jumping & Dressage (Leipzig).

Figure skating: ISU European and World Championships (Bern and Moscow)

Football: 2010 FIFA World Cup South Africa™, FIFA U-20 Women's World Cup Germany 2010 and FIFA U-17 Women's World Cup Trinidad & Tobago 2010.

Gymnastics: UEG European Artistic and Rhythmic Championships (Berlin and Minsk).

Nordic skiing: 24 FIS World Cups in Finland and Austria: ski jumping, cross country and Nordic combined.

Olympics: 2010 Youth Olympic Summer Games in Singapore.

Rowing: 3 FISA Rowing World Cups (Munich, Bled, Lucerne) and the European and World Rowing Championships (Portugal and New Zealand).

Ski jumping: 2 Austrian events of the Four-Hills Tournament, in Innsbruck and Bischofshofen, plus freestyle, snowboard and parallel slalom events; Ski Jumping World Cup in Finland.

Skiing: 2011 Alpine and Nordic FIS World Championships in Garmisch-Partenkirchen and Oslo (EBU exploited both marketing and broadcast rights).

Speed skating: 13 major Speed and Short Track Championships and series of Speed Skating World Cups (new addition to the EBU portfolio).

Swimming: 2010 LEN European Swimming Championship (Budapest), 2010 FINA World Swimming Championship (Dubai) and 3 major European championships in water polo (Zagreb), diving (Turin) and synchronized (Sheffield).

Tennis: Roland Garros French Open (Paris).

Weightlifting: EWF Senior Men's and Women's European weightlifting championships (Kazan, Russia).

Wrestling: FILA European and World wrestling championships (Moscow and Dortmund).



IN TUNE WITH PROGRAMMING NEEDS

The EBU remains the largest music content provider for many EBU Members. Over the past year the Radio Music Exchange attracted an average of 14 participating Radio Members for each of the 188 events offered – a total of 2,671 orders. Radio remains the broadcast medium many people carry with them throughout their day, and the department covers a broad spectrum of musical genres.

Negotiations with prestigious **classical** music venues have continued to be fruitful. Events over the past year have included 22 operas transmitted from New York's Metropolitan Opera House (317 broadcasts), and series from the Vienna State Opera (ten operas), Bastille Opera House in Paris (three operas), the Royal Opera House of London (five), the Bavarian State Opera of Munich (five) and the Monte-Carlo Symphony Orchestra (one).



While in many ways radio is the ideal medium for classical music, TV also has a role to play, in particular when staged performances or famous artists are involved. A new format was launched in 2010, the Best of European Opera, that highlighted the best opera productions. A special programme Tribute Gala to the Tenor was produced to celebrate Placido Domingo's 70th birthday, while the Vienna Philharmonic Orchestra's three-concert package time and again proves a hit with Members (32 in 2010). The New Year's Concert in particular was broadcast in 45 countries.

The EBU also brings the excitement of **rock** and **pop** festivals to audiences beyond the festival ground itself, providing Members with valuable live content. The Eurosonic Festival in Groningen (NL), and the Folk Festival in Rudolstadt (D) both met with great success and large-scale participation from EBU Member broadcasters, 24 and 25 respectively. As many as 3,700 concerts were offered as part of the Euroradio Summer Festivals programme, resulting in 28,000 requests – more than 10 broadcasts per concert.



© Ben Houdijk



EURORADIO MUSIC EXCHANGE

Offers	2007	2008	2009	2010
Concerts offered	3,132	3,285	3,485	3,700 (up over 6%)
Broadcasts	26,077	26,893	24,080	28,000 (up over 16%)

EUROSONIC UNSIGNED

This collaborative project of EBU Radio Members resulted in the launch of a new pan-European digital website in 2010 fed by national radio stations that focus on youth audiences. It is aimed at giving audiences a unique opportunity to discover exciting new modern music performers in a variety of genres. It also gives performers greater exposure so that they do not remain purely local phenomena. The project was developed by SSR/mx3 and they were able to take it forward thanks to money from the Radio Development Fund. They were quickly joined by eight other European radio stations, with others now showing interest.

Performers sent by 17 EBU Members travelled around northern Europe, from Denmark to Finland, on the EBU Radio **Jazz** Orchestra Tour, which ended up with a spectacular concert in Turku in Finland in May 2011. Since the tour began in 1998, 226 European musicians have taken part and 175 concerts have been arranged in 33 countries across Europe, North and South America and Asia. It has had a huge impact on the global jazz scene, presenting a wide range of renowned jazz personalities at concert halls, clubs and festivals all over Europe.



© Javier del Real



© Ben Houdijk



CHILDREN & YOUTH

The Youth News Exchange and the Erfurt Exchange continue to add value to Members' schedules. In the long-running Erfurt Exchange, Members simply contribute one item but take home the whole package.

The Magic Circus Show was such a huge success in December 2010 that it will be repeated in late 2011. It was broadcast by 10 TV channels over the Christmas and New Year period with excellent audience ratings. The acts are performed by children between the ages of nine and 14, creating a patchwork of European circus talent consisting of jugglers, acrobats, trapeze artists, clowns and air gymnasts. Each coproducer holds a casting session for the performers, with two to four acts per country picked for the show.



ARTS & ENTERTAINMENT

The Eurovision Song Contest remains in a league apart. The large numbers of participants in recent years have required the addition of one semi-final, and then a second, in response to the demands of audiences to see their country take part in the world's greatest live entertainment show. In May 2011, 43 broadcasters participated in the show which provided 7½ hours of primetime live entertainment, reaching more than 114 million TV viewers and 804,000 live streams. The average audience share for the final was more than 39%. The website generated 87 million page views in the lead-up to the 2011 contest.

The Eurovision Family of Events still provides regular milestones throughout the year, in addition to the Eurovision Song Contest in May. The Junior Song Contest takes place in the autumn, and the Eurovision Young Dancers (2011) and Eurovision Young Musicians (2012) in alternate years. Sixteen Members joined the Young Musicians Contest in 2010 and a revamped Young Dancers will hit stage and screen in June 2011. It will feature a variety of dance styles and an online dance contest for the general public.



© Alain Douit (EBU), Peter Van Den Berghe (EBU)

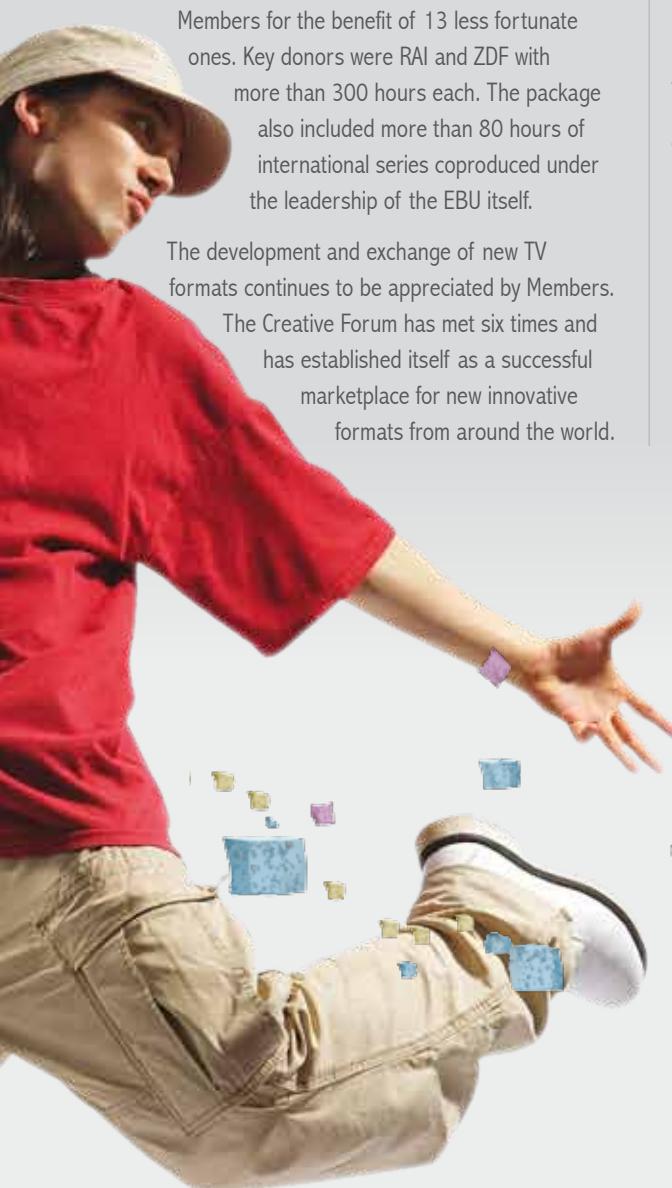
MAKING RESOURCES GO FURTHER

In a spirit of solidarity, the TV Department coordinated an extensive package to support Members in financial difficulties. More than 750 hours of recent programming was offered by many generous

Members for the benefit of 13 less fortunate ones. Key donors were RAI and ZDF with more than 300 hours each. The package also included more than 80 hours of international series coproduced under the leadership of the EBU itself.

The development and exchange of new TV formats continues to be appreciated by Members.

The Creative Forum has met six times and has established itself as a successful marketplace for new innovative formats from around the world.



© Richard Schüster

The forum has set up a new group of eight Members that is aiming to devise a new unique entertainment format. A platform for exchanging and trading formats is due to be set up with the EBU London office.

A new collaborative model for producing fiction was launched in the past year aimed at supporting and promoting quality productions with a clear European focus. Two new projects were initiated in 2010, both of which are European crime series. *Babylon* is a Dan Brown-style criminal conspiracy involving the European Union institutions, while *The Team* is about a cross-border crime-busting task force within the EU police organization Europol.

The EBU continues to target and use EU funds for the production of major projects with strong international potential, such as the *Science in Europe* series, which is now in its second season.

TV HIGHLIGHTS

- Eurovision Song Contest.
- Magic Circus Show.
- Eurovision Young Dancers (relaunch).
- Science in Europe II.
- Eurovision Young Musicians.
- Vienna Philharmonic Orchestra concert package.
- Babylon.
- 2 new classical music programmes: Best of European Opera, Domingo gala.
- TEDxTransmedia.

NETWORK DEVELOPMENTS

From leased satellite space to its fibre optic network spanning all continents, the Eurovision network is truly a global player. In 2010 the EBU planned roughly 80,000 transmissions for a total of 6,186,660 minutes. The arrival of Graham Warren as director of Network & News saw the reorganization of personnel to meet demand and improve the quality of service.

Increasing calls from Members for high definition content have been met, with HD being offered alongside standard definition content for various events. As much as 24.5% of transmission minutes were provided in HD in 2010, up from 11.5% in 2009. Both SD and HD are also offered in MPEG4 video format to support the increasing move into new media. The EBU started providing 3D transmissions in 2011, initially for sports events, such as the Bundesliga and UEFA Champions League.

The multiple delivery of transmissions in various formats means handling has become significantly more complex. On-site resource managers ensure successful international transmission from major events, such as the Olympic Games and a host of other major sports events, the Eurovision Song Contest, major news stories, and many others.



TRANSMISSION ACCOMPLISHED

Euroradio engineers and the EBU Permanent Services have replaced the current satellite transmission scheme with an IP transmission-in-time multiplex. A Euroradio modem has been defined and a pair of modems, along with switches, INBs and splitters, was sent free to all EBU Members taking part in the Euroradio Seasons in the autumn of 2010.

This will lead to satellite transmissions at 576 kbit/s on two new satellite channels: Haydn and Liszt. These channels operated in parallel with the 2 Mbit/s Ravel and Verdi until 31 March 2011, when the latter were closed down.

Training sessions were organized for sound engineers and technicians in the autumn of 2010.



TRANSITION-TO-FILE

The Eurovision News Exchange is entering a new era. By 2012 all workflows will be file-based. This evolution, which is already well under way, is known as Transition-to-File (TTF), and mirrors Members' own developments. It will also determine the optimal technical infrastructure for the Exchange.

A major TTF workshop held in Geneva early in 2011 brought together 60 editorial and technical representatives from 29 Members to swap ideas and experiences. The meeting resulted in a file contribution pilot, which became a contribution beta service. The aim is to have more than 20 Members contributing files by June 2011. Participating Members can feed items to the Exchange without using satellite coordination/playout units, allowing them to have full control of the process from their desktop, which frees up other resources.

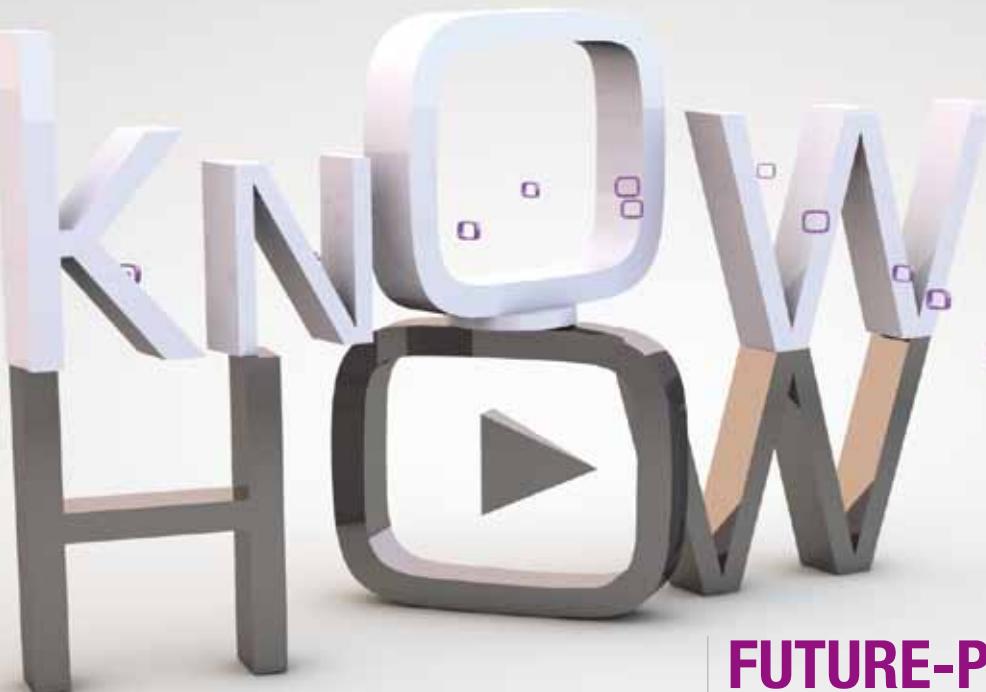
May 2011 will see the launch of a new pilot service in which EVN video material will be made available for download in broadcast quality on the eurovision.net platform. This will mean Members access EVN items anywhere, making News Exchange content immediately accessible to foreign correspondents in the field.

NEXT-GENERATION NETWORK

A project to modernize the EBU network was launched in November 2010 to ensure that the EBU and its Members can fully exploit technologies developed since the current network infrastructure was put in place.

Project objectives include identifying the limitations of the current network and proposing the next-generation architecture. The project reflects the EBU's strategic priorities and seeks to offer Members multimedia, multiplatform tools and knowledge to extend public service media among consumers and boost public and political support.

In addition, the project sets out to ensure Members have an effective, efficient and future-proof network infrastructure that meets their expectations of the EBU.



FUTURE-PROOF TECHNOLOGY

Fundamental game-changers such as HDTV can require a long time to take hold: seminal ideas and technical breakthroughs take years to arrive in the home. So the EBU technical community is already anticipating what comes after HDTV to help Members try to become future-proof.

The first innovation is **3DTV**. There are already 3DTV services on air using first-generation technology. The quality can be good, but there are doubts about its future. Will the visual discomfort inherent in first-generation 3DTV systems limit its use? Time will tell, but the EBU is also examining possible technical standards for future generations of 3D that have fewer limitations.

The second innovation is in ultra-high definition television or **UHDTV**, which may boast as much as 16–32 times as much detail as today's HDTV pictures. Those lucky enough to find a UHDTV display will see incredibly detailed pictures from the next two Olympic Games.

The third innovation is in audio. Today's home systems give a sense of sound from horizontal planes around the viewer. The next step may be to add a sense of sound direction in the vertical plane – so-called '**3D sound**'.



DRIVING INNOVATION

The dream of high definition television was born in the 1960s – a fact probably unknown to most of the hundreds of millions across the world who watched the royal wedding on 29 April 2011.

But the very fact that viewers watching in **HDTV** could admire the sharp detail in Catherine Middleton's brocade gown or marvel at the fine stonework of Westminster Abbey is due to innovations in part shaped and developed by the EBU technical community. HDTV programme-making equipment has certainly come a long way since its early days, in the 1980s. The technical specifications themselves were prepared by the world standards body, ITU, led by an EBU engineer. EBU Members and headquarters work continuously to encourage innovation and performance improvement by manufacturers. They analyse the performance of successive generations of production equipment, to help Members make the best decisions.

In theory, information and communications technology (ICT) holds the key to more efficient radio and TV programme-making. Computers and technology should make things faster, better, and cheaper. But in practice, interconnecting the different brands of ICT equipment has been a major challenge. So, over the past 12 months, EBU engineers have been working with others on an equipment-interconnection standard that may finally realize the potential of ICT in broadcasting.

TECHNOLOGY & DEVELOPMENT COMMUNITY

- More than 30 EBU technical groups are working face-to-face and online.
- More than 5,500 individuals have signed up to our database to follow and take part in our work.
- Our largest project group, on 'loudness', has more than 300 participants.
- Our website (tech.ebu.ch) had more than 175,000 visits in 2010 (+40%). As many as 50% of them come more than once a month.
- We give more than 15 webinars (on-line seminars) per year, all permanently available online.
- We organize more than 35 events per year (seminars & workshops) from which 200 presentations are available for Members.
- We issued 60 publications.
- We have been invited to speak at more than 100 events and conferences.
- We represent the EBU Membership by contributing to the work of more than 25 regulatory, industrial and standardization bodies.
- Eight Members requested direct assistance from the Technology & Development Department in the period under review.



HYBRID REVOLUTION

It is already clear that media developments will not be limited to viewing and listening quality. Today, a new TV set often has an internet connection and gives a selection of 'rich media' services or video-on-demand. This may be the beginning of something truly revolutionary – the convergence of broadcasting and the internet and the age of 'cooperative content'. Both television and radio could be married with internet services in future.

But there are major problems looming: around the world a score of different systems have been, or are being developed and there are copyright hurdles to overcome. But the EBU technical community is determined to address these tricky issues.

Beyond these developments, should we expect 'digital terrestrial television broadcasts' and 'wireless broadband networks' to act together over the airwaves in a flexible way? This will be one of next year's challenges, but there is still much to do today to make HDTV and digital radio more available.



A SHOT OF ADRENALINE

A two-day conference in Belfast last October, co-hosted by BBC Northern Ireland and RTÉ, marked a significant breakthrough in efforts to secure the future of digital radio.

More than 150 delegates from 60 organizations fully endorsed an EBU New Radio Group (NRG) plan of action for 2011. For the first time, the chairmen of the bodies representing the three major digital radio standards in Europe – Jørn Jensen of WorldDMB, the DRM Consortium's Ruxandra Obreja and Harry Johnson of the Internet Media Device Alliance (IMDA) – threw their weight behind the EBU NRG.

The vice-chairman of the NRG, Swedish Radio's Mats Akerlund, said the outcome was "a shot of adrenaline for digital radio".



EBU TRAINING

EBU Training is an international leader in courses for broadcasting professionals. Its strengths are relevance and excellence. It provides EBU Members' staff with key knowledge, skills and tools to increase the distinctiveness and creative innovation of public service broadcasting.

"The EBU Training master class on News & Social Media was the start of Radio Bremen's professionally coordinated social media activities. It gave me enough know-how to argue at the board about the importance of our commitment in this new field of journalistic content."

Brigitta Nickelsen, Director of Business Development & Operations, Radio Bremen, ARD.

"The course was good in that it sparked thoughts in a new way and thus new energy to explore new possibilities."

Liam O'Brien, RTÉ Radio 1.

From April 2010 to April 2011, EBU Training offered 26 training programmes and trained 702 professionals.

PUBLIC SERVICE NEWS

Help Members to be relevant and distinctive

This course tackles key editorial issues specific to the public media sector. Do public service media standards, ethics and values really set us apart? How do we gain audience trust? How do we make news relevant, attractive and available everywhere our audience is?

18 news managers from 14 Members attended this master class.

TRANSMEDIA STORYTELLING

Help Members increase reach and impact

This master class explores the creative challenges of transmedia storytelling. Whether expanding an existing TV project or building a new story, this interactive course teaches participants how to carry out a successful transmedia project.

Launched in 2011, the first course was full, with 14 participants from seven EBU Members.

CHANGE MANAGEMENT IN THE NEWSROOM

Help Members to innovate or transform when in crisis

This master class gives news managers the skills to plan and successfully drive change, be it minor, such as improving editorial meetings or encouraging journalistic creativity and ideas, or major, such as integrating digital platforms or producing more exclusive stories.

EFFICIENT DIGITAL MEDIA ASSET MANAGEMENT

Help Members increase profitable traffic and develop services on all platforms

To remain competitive and meet consumer demand for content across multiple platforms, broadcasters need to implement an efficient digital media asset management (DMAM) strategy. Illustrated with an in-depth study of BBC Scotland, Efficient Digital Media Asset Management teaches participants how to contribute to the analysis and design of their DMAM solution.

It was attended by 13 participants from seven EBU Members in February 2011.

MARKET INTELLIGENCE

The EBU's research unit specializes in economic and market analysis. Its objectives are to provide the EBU and its Members with the means to understand the relative positioning of Members and the markets in which they operate; help them anticipate trends; develop strategies and provide the evidence for legal and public affairs positions.

The unit follows media markets throughout Europe, by collecting information about all EBU Members and tracking market conditions and trends in television, radio, and new media. It analyses industry structures and investigates the competitive environment. It collects data, conducts primary research and surveys, and compiles and analyses information. Its results are made available through published reports, presentations, and other channels.



OVERVIEW OF REPORTS 2010–2011

The European TV market 2010 explores recent trends in public service television in Europe and summarizes key developments in audiences, programming, and financing. Most information has been provided directly by EBU Member organizations.

May 2011.

Funding of Public Service Media provides an overview of the different funding schemes that finance EBU Members across Europe. The report gives detailed information about the four major public service media (PSM) income sources: licence fee, public funds, advertising and other income, and how these have changed over the past few years. Furthermore, it provides an overview of recent regulatory reforms concerning PSM funding and briefly analyses the commercial sector.

November 2010.

PSM and relationships with Publishers/ Newspapers and Commercial Broadcasters describes the state of cooperation and competition between PSM organizations and the commercial media sectors in various countries. Based on the results of an EBU survey among Members in June 2010, the report illustrates the scope of existing collaborations and maps the various types of partnerships, both editorial and institutional. It also describes political issues and their impact on PSM.

September 2010.

Upcoming reports 2011: Radio Study (June), News Study (November), Funding Report (December 2011).

All SIS reports can be found at: www.ebu.ch/



MODERNIZE RIGHTS CLEARANCE

POLICIES AND STANDARDS

Championing public service media internationally is one of the EBU's most important activities. As the world's largest community of public service broadcasters, the EBU speaks with a uniquely powerful voice. It combines the force of all its Members to promote the values of public service media, defend them against threats and find common solutions to technical issues.

The new **Public Affairs & Member Relations** Department will make the voice of public service media heard amid the many viewpoints in the crowded media environment.

The Brussels Office will be central to this, working closely with the Legal Department and in cooperation with Members and the EBU experts groups.

An example of productive communication with EU institutions is the so-called Belet Report of November 2010, which is the European Parliament's clearest example yet of support for public service broadcasting. It shares the EBU's position on the importance of the public service half of the 'dual system' – public service and commercial broadcasting – in a multi-player media environment with new digital technologies.

The report calls on EU Member States to end political interference in the content of services offered by public service broadcasters and to address the issue of underfunding, because proper financing is essential for editorial independence.

Over the past 12 months the EBU and its Members worked hard to put across the importance of a modern and coherent rights clearance system for all broadcasters' services in the digital era. In March 2010 the EBU put forward proposals for such a system, which the EU has since recognized in its Digital Agenda.

The EBU community has stepped up efforts to ensure the interests of European public broadcasters are considered during European Commission deliberations on upcoming legislative initiatives on collective rights management, measures to fight piracy, and other copyright-related issues.

Meetings with common interest bodies have been set up to find ways to make copyright clearance more straightforward. Such groups include the European Grouping of Societies of Authors & Composers (GESAC); the Motion Picture Association; BEUC, the European Consumers' Organization; the European Telecommunications Network Operators' Association; and the Society of Audiovisual Authors.





SPECTRUM FOR ALL

Late last year, the EU Commission Radio Spectrum Policy Programme (RSPP) came under the scrutiny of the European Parliament. The aim of the RSPP is “the strategic planning and harmonization of the use of spectrum to ensure the functioning of the internal market”.

The EBU and its Members have since been in contact with European Parliament bodies to communicate to MEPs the need to protect and promote terrestrial broadcasting services. Public affairs activities were in many cases carried out in collaboration with various stakeholders, such as cable operators CABLE EUROPE, commercial broadcasters ACT, terrestrial network operators BNE, and DigiTAG.

In April 2011 the European Parliament backed a Commission proposal to release extra spectrum for wireless broadband services. However, it also introduced the EBU's safeguard clauses, including the consideration of potential future spectrum needs for terrestrial broadcasting.

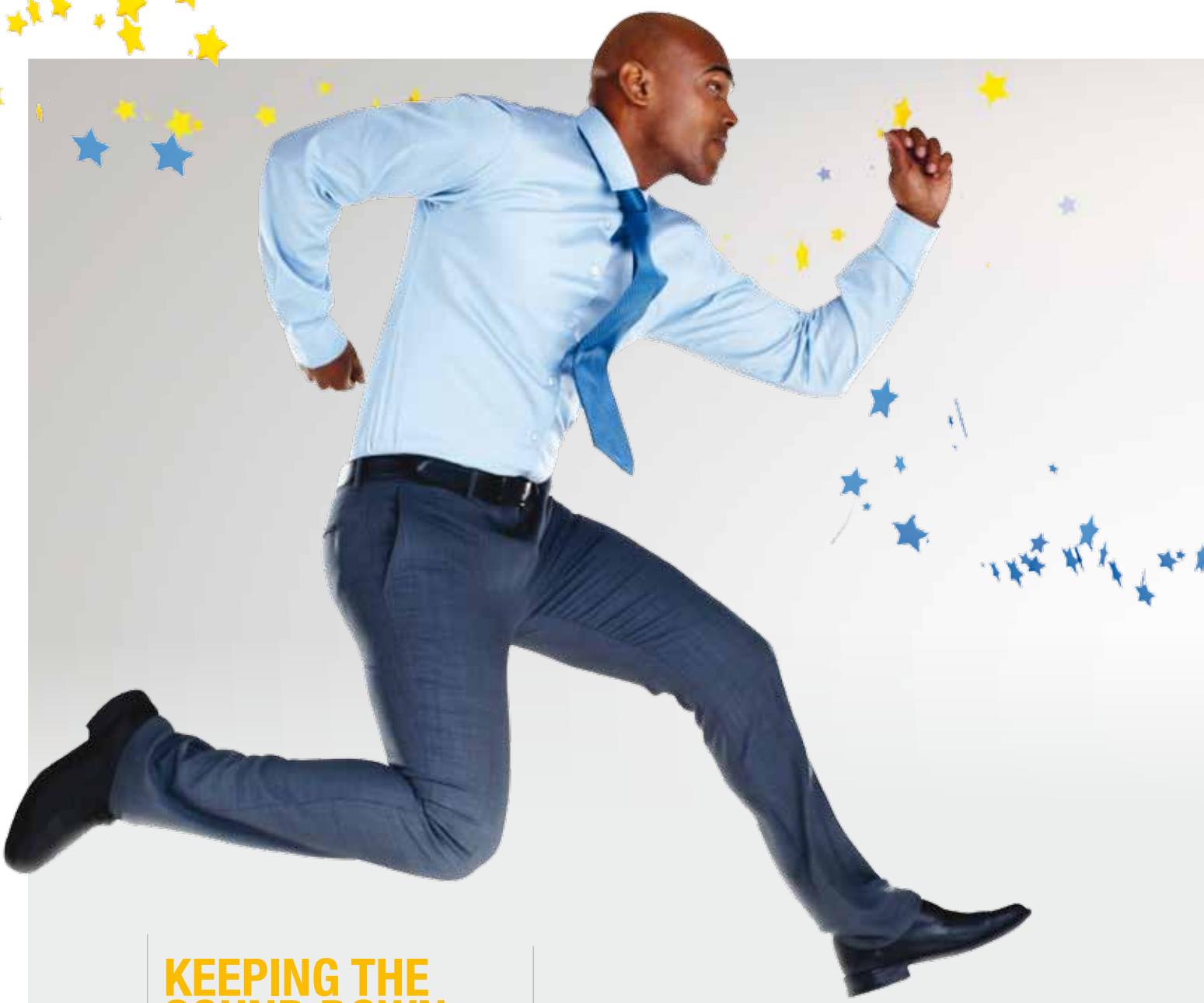
SETTING STANDARDS

The EBU and its Members are at the forefront of developments in new media technology, setting standards and finding common solutions to make full use of modern innovations while minimizing risks.

One example is the newly adopted EBU principles on internet-connected and hybrid television in Europe, which strengthen the broadcasters' position in negotiations with manufacturers and companies supplying hybrid services and devices. The principles also warn regulators of the potential legal issues in hybrid broadcasting.

The EBU believes only common solutions can unlock the full potential of hybrid and connected television to deliver the best viewer experience. In addition, content must be easily accessible and displayed as the broadcaster intended. Other principles include ensuring a safe viewing environment, the protection of minors, and copyright and data protection.





KEEPING THE SOUND DOWN: LOUDNESS

Unwanted loudness variations within and between broadcast channels have drawn audience complaints for years. In 2010 the EBU laid out a new loudness metering and normalization practice that is closer to the human perception of sound and significantly reduces complaints. In doing so, the EBU set the standards for the industry.

At the 2010 International Broadcasting Convention more than 20 vendors favoured integrating EBU loudness metering in their products. Since then, the number of broadcasters starting in-house loudness projects has mushroomed so the EBU ran a workshop in February 2011 where broadcast engineers shared experiences of using EBU loudness metering and normalization for television and radio.



Influence

STRENGTHENING PUBLIC SERVICE MEDIA

The EBU has a duty to ensure the current economic climate is not used as a pretext to undermine public service media funding and broadcasters' ability to serve the public. Sadly, when times are hard public service media are all too often among the first to face severe cuts. The EBU believes this is wrong; it is during economic downturns that audiences rely more on public service media to offer quality, free-to-air content. In times of financial adversity, every effort must be made to ensure the core public service values – democracy, pluralism and inclusivity – are not forgotten.

At the 2010 EBU General Assembly in Baku, EBU Members issued a declaration on freedom of expression, media independence and democracy, enshrining the EBU's commitment to be an outspoken defender of these non-negotiable values.

There are many examples of EBU intervention on behalf of public service broadcasters facing hostile manoeuvring from their governments, including Kosovo, Romania, Croatia and Bosnia & Herzegovina.

In 2010, RTK in Kosovo cited government interference in its reporting. The EBU convinced Prime Minister Hashim Thaci that his government should allow the broadcaster greater editorial independence once again.

At the invitation of Petrit Beci, director general of Albanian Member RTSH, the EBU Director General travelled to Tirana in December 2010. Her visit included a meeting with Prime Minister Sali Berisha which was followed by a substantial increase in the licence fee.



Plans by Romanian legislators to scrap the television licence fee were halted in June 2010 when the government heeded the EBU's warning that this "dangerous initiative" would prevent TVR functioning properly and weaken the country's credibility as a modern EU state.

A move in Croatia to slash the licence fee by 25% was withdrawn after the EBU pointed out the cut "would do irretrievable damage to HRT at a time when Croatia was finalizing negotiations to join the European Union".

A mission to Moldova in the spring of 2010, headed by EBU Vice-President Claudio Cappon, resulted in public broadcaster TRM implementing new strategic guidelines developed with the EBU Special Assistance Project. The project secured greater editorial independence for TRM and the full support of Moldovan Prime Minister Vlad Filat.

In January 2011, the EBU President and Director General urged the new Hungarian government to rethink a proposed media law. The legislation's proponents claimed the change would strengthen public service broadcasting in Hungary, but the EBU felt it threatened the editorial independence of Magyar Radio and Magyar Televízió.

In late 2010 the EBU took an unequivocal stance on the mistreatment of journalists in Russia and China and issued official declarations of concern.



SOLIDARITY THROUGH DIFFICULT TIMES

One of the EBU's founding principles is solidarity between Members through support for those facing political, financial, technical or other issues. The Special Assistance Project (SAP) centres on building alliances with influential organizations sympathetic to the cause of public service media and on the collaboration or coordination of Members to provide strategic support, editorial training, technical advice and access to programmes.

The EBU began collaborations with the Council of Europe, UNESCO, the Organization for Security & Cooperation in Europe (OSCE), and the Sarajevo-based Regional Cooperation Council. In March 2011, the EBU agreed with the OSCE that the two organizations would cooperate to amplify their common messages on media freedom and independence.



Influence

Similar agreements have been made with the International Press Institute and the South East Europe Media Organization, and the EBU, OSCE and IPI are looking at holding a joint conference on media freedom in Belarus in late 2011.

In addition, the Special Assistance Project was charged with boosting recognition of the importance of sustainable and independent public service media at national, international and intergovernmental level. And it was tasked with unlocking funding to help EBU Members modernize and narrow the digital divide that separates them from other parts of Europe.

In October 2010, in cooperation with the Regional Cooperation Council and as part of the SAP, the EBU held a conference in Sarajevo entitled Addressing Europe's Digital Divide: Towards Sustainable Public Service Media in South-East Europe.



The conference delegates, including more than 50 directors general, media experts and government, broadcaster and regulatory officials, agreed to continue working for the sustainability of public service broadcasters in south-eastern Europe by 2020.

There followed a meeting, in Novi Vinodolski in Croatia in November 2010, at which the directors general of many of the Members present in Sarajevo established a European Association of Public Service Media in South-East Europe (PSM in SEE) under the chairmanship of Josip Popovac, acting director general of HRT.

In terms of practical help, the SAP procured hundreds of hours of high-quality European programmes for Members in need under the Solidarity Programme Package. And it arranged high-level contacts with lawmakers, management training seminars, digital archiving and news production.

When Tunisia and Egypt revolted in early 2011, it was incumbent on the EBU to propose a special programme of action to assist Members in North Africa.





STATEMENTS 2010

With regard to the balance sheet, the overall value dropped by CHF 120 million to CHF 938 million, reflecting the release of short-term assets of CHF 313 million for the FIFA World Cup and the Winter Olympics. On the other hand, medium- and long-term assets increased by CHF 151 million as the payment clauses were actioned for the Summer Olympics in London and the European Football Championship, both taking place in 2012.

These events give rise to substantial invoices to Members in advance of the contractual payment date to the various sports federations. This meant that at the end of 2010, accounts receivable had increased by CHF 56 million compared to 2009.

2010 was a year of major sports events with the Winter Olympics in Vancouver and the FIFA World Cup in South Africa. Those events came with a great deal of network activities but also greater costs from additional staff, travel and other expenses. Most of the EBU's Members have had to endure budget reductions, so they are less likely to send a reporter to cover an international story and if they do, they are quite likely to send their recorded material over the internet. This change, coupled with relatively few breaking news events in 2010, contributed

to a decline in the use of the network for news services. But this was offset by the number of sports transmissions and their increasing average duration. Interest rates continue to be very low with only a limited sign of being increased into 2011. This depressed income from bank deposits, but late payment interest charges made up for some of this loss.

The EBU's 2010 accounts show a surplus of CHF 11 million. However, following a change in accounting policy, the results of completed sports contracts are passed through the profit and loss accounts on their way to reserves. Accordingly, these accounts include CHF 7.75 million which will be kept in an earmarked reserve for future use. Once this item is set aside, therefore, the EBU has a surplus of CHF 3.3 million on all its operations in 2010.

BALANCE SHEET

All figures in '000 CHF	for the year ended 31/12/2010	for the year ended 31/12/2009
ASSETS		
Current Assets		
Cash and Cash Equivalents	93 648	80 588
Accounts Receivable	353 390	296 732
Accrued Revenues	6 942	23 335
Work in Progress - Short-term	73 137	386 129
Other Short-term Assets	239	184
Financial Instruments	-	709
Total Current Assets	527 356	787 677
Non-Current Assets		
Work in Progress - Medium & Long-term	356 271	204 799
Other Long-term Assets	506	1 567
Total Net Fixed Assets	54 307	64 313
Total Non-Current Assets	411 084	270 679
Total ASSETS	938 440	1 058 356

LIABILITIES		
Current Liabilities		
Accounts Payable	15 329	17 520
Accrued Expenses	33 754	27 643
Received In Advance - Short-term	142 039	506 446
Short-term Financial Liabilities	36 221	22 280
Other Short-term Liabilities	999	597
Total Current Liabilities	228 342	574 486
Non-Current Liabilities		
Received In Advance - Medium and Long-term	538 172	316 989
Post Retirement Commitments	3 736	3 798
Other Long-term liabilities	3 835	4 654
Total Non-Current Liabilities	545 743	325 441
Earmarked Reserves		
Sports Rights	23 493	32 456
Fixed Assets	52 902	56 635
Other	1 302	5 556
Total Earmarked Reserves	77 697	94 647
Association's Equity		
Cumulated Translation Difference	(2 312)	(1 497)
Reserves	77 960	72 496
Surplus/(loss) of the year	11 010	(7 217)
Total Equity	86 658	63 782
Total LIABILITIES & EQUITY	938 440	1 058 356



STATEMENT OF ACTIVITIES

All figures in '000 CHF	2010	2009
Sales of Rights	527 251	219 740
Network Sales	164 028	163 149
Contributions from Members	32 100	32 176
Other Revenues	88 488	49 547
Operating Income	811 867	464 612
Acquisition of Rights	(519 834)	(229 614)
Network Expenses	(87 080)	(88 158)
Operations expenses	(28 697)	(16 952)
Employee benefit expense	(71 097)	(65 173)
Travel Expenses	(23 642)	(7 940)
Fees	(16 483)	(17 311)
Equipment Expenses	(10 718)	(9 512)
Amortization of Long-term Receivables	(868)	(868)
Depreciation of Fixed Assets	(18 997)	(17 559)
Taxes	(232)	(887)
Provisions for Doubtful Debtors	1 852	(754)
Other expenses	(27 167)	(18 131)
Operating Expenses	(802 963)	(472 859)
Surplus/(loss) from Operations	8 904	(8 247)
Net Financial Result	3 173	1 927
Surplus/(loss) for the year	12 077	(6 320)
Income Taxes	(1 067)	(897)
Net Surplus/(loss) for the year	11 010	(7 217)

CASH-FLOW STATEMENT

All figures in '000 CHF	31.12.2010	31.12.2009
Cash Flow from operating activities		
Net Surplus	11 010	-7 217
Depreciation	18 997	17 559
Amortisation of Long-Term Receivables	868	868
Loss of value on Fixed Assets	93	68
Interest Expenses	309	239
Interest Income	(3 034)	(1 772)
Post-retirement benefits	(62)	(224)
Allowance for Doubtful Debtors	(2 738)	(530)
Adjustments of Earmarked Reserves	(16 950)	
Adjustments of Equity	17 139	(1 480)
(Increase) / Decrease in Inventories	(84)	(86)
(Increase) / Decrease in Debtors and other Receivables	(37 304)	(111 784)
(Increase) / Decrease in Work In Progress	161 520	(216 342)
Increase / (Decrease) in Creditors and other Payables	3 500	(12 002)
Increase / (Decrease) in Advance Payments	(143 224)	270 417
Net Cash Flow from Operating activities	10 040	(62 286)
Tangible Assets Acquisition	(9 278)	(20 639)
Tangible Assets Disposals	194	491
Acquisition of Intangible Assets	-	-
Disposals of Intangible assets	-	-
Interest paid	(309)	(239)
Interest received	3 034	1 772
Net Cash Flow from Investing activities	(6 359)	(18 614)
Net variation in Cash & cash equivalents	3 681	(80 900)
Cash & cash equivalents at beginning of period	58 308	139 208
Cash & cash equivalents at end of period	61 989	58 308
Net variation in Cash & cash equivalents	3 681	(80 900)

Audited by PricewaterhouseCoopers





GENERAL ASSEMBLY

The General Assembly (GA) is the highest decision-making body within the EBU, and possesses all the powers necessary to achieve the organization's objectives. It meets twice a year: the summer session includes all Members and is hosted by Member organizations, while the December session is limited to Active Members and is held in Geneva. The General Assembly elects the members of the Executive Board, approves the strategy, the budget, the annual accounts of the past year and the annual reports of the boards and committees.

EXECUTIVE BOARD

The Executive Board is responsible for ensuring the implementation of the EBU's strategy and policy. Its 11 members are senior representatives from Member broadcasters and are elected by the General Assembly for a two-year tenure. The Executive Board meets around seven times a year.

The Board Chairman is also the EBU President, and these twin roles are currently held by Jean-Paul Philippot (RTBF). Claudio Cappon (RAI), as the EBU Vice-President, holds the second highest seat on the Executive Board.

The Board appoints the EBU Director General and the directors, and proposes the admission or expulsion of Members to the General Assembly.

Five advisory bodies report directly to the Executive Board: the Audit Committee, the Personnel Committee, the Operations Council, the Statutes Group and the Finance Group. The members of the Audit Committee and of the Personnel Committee are all members of the Executive Board.

PERMANENT
STAFF
SUPPORTING
MEMBERS



MANAGEMENT

The Director General manages the EBU, carries out the strategy as approved by the General Assembly and takes responsibility for achieving the EBU objectives. The directors report to the Director General.

ANNUAL SPECIALIZED ASSEMBLIES

Full participation of Members in the EBU's activities is ensured, in particular, through specialized Assemblies in all major areas (Radio, Television, Sports, News, Technical and Legal & Public Affairs). The Assemblies give Members the opportunity to discuss major strategic themes, to network and exchange information, and to be inspired by studies, projects and shared experience. The Assemblies elect the members of their Committees and approve the annual priorities and objectives in their respective fields.



MEMBER PARTICIPATION

GENERAL ASSEMBLY

EXECUTIVE BOARD

COMMITTEES / ASSEMBLIES

EXPERTS GROUPS

74 MEMBER ORGANIZATIONS
IN 56 COUNTRIES

COMMITTEES

The **Radio, Television, Sports, News, Technical and the Legal & Policy Committees**, with an interdisciplinary membership of a limited number of persons, are the key steering bodies for all activities of a strategic or operational nature in their respective fields.

EXPERTS GROUPS

Experts groups are the lifeblood of the EBU and the foundation of the EBU community. In all areas of the EBU's activities Members interact and contribute to the work of the organization through experts groups. These groups are open to all Members and bring together the best experts on specific topics to achieve a shared goal. Through the exchange of information and the sharing of expertise in such groups the EBU has been able to achieve consensus, take a position and influence the media environment.

RECENT DEVELOPMENTS

- In December 2010 the EBU's General Assembly elected nine members of its Executive Board. The Board took office on 1 January 2011 for a period of two years with Jean-Paul Philippot, RTBF (Belgium), and Claudio Cappon, RAI (Italy), holding the positions of President and Vice-President.

See pp. 42–43 for full details.

- In April 2011, the Radio Assembly elected Alain Massé, of Radio France, as the Chairman of the Radio Committee, a position he will hold for two years. He succeeds Heinz Sommer who served the Radio Committee as its Chair for four years. The other 13 Committee places, including three Vice-Chairmen, were also filled.

See pp. 42–43 for full details.

- Ruurd Bierman was elected to the Chair of the Television Committee at the Television Assembly in May 2011, a position he will hold for two years. The other 12 Committee places, including three Vice-Chairmen, were also filled.

See pp. 42–43 for full details.

- In October 2010 the Legal & Public Affairs Committee approved a recommendation from its working group to set up a new Legal & Policy Committee, acknowledging the need to reflect the interdependence of the legal and public affairs sectors. The Executive Board and the General Assembly approved a proposal to maintain the two annual Legal & Public Affairs Assemblies, to which the new Committee will report. In May 2011, the Legal & Public Affairs Assembly elected Peter Weber, of ZDF, as the Chairman of the Legal & Policy Committee.

- The Eurovision Operations Council (OPC) held its first meeting in March 2011 following the appointment by the Executive Board of the six representatives from EBU Active Members to serve on the OPC for the 2011–2012 term. Ismo Silvo of YLE (Finland) will again serve as Chairman. The OPC will work with the Director General to develop the EBU's operational and commercial activities.

OPC voting members are Ismo Silvo (OPC Chairman; YLE); Grazyna Baczynska (TVP); Peter Boudgoust (ARD); Gilles Marchand (RTS); David Murray (BBC); Giuseppe Pasciucco (RAI). Alexander Wrabetz (ORF) sits on the OPC as a representative of the Executive Board, along with Arthur Hächler as Chairman of the Sports Committee and Hans Laroës as Chairman of the News Committee. Ingrid Deltenre, in her capacity as EBU Director General, sits on the OPC as a non-voting member.

EBU GENERAL ASSEMBLY

Television Assembly

Television Committee

Ruurd Bierman (NPO)
Riitta Pihlajamäki (YLE)
Jean Philip De Tender (VRT)
Steve Carson (RTE)

Sylvie Faiderbe (MFP)
Christian Blankenburg (ARD)
Fatima El Moumen (SNRT)
Arne Helsingin (NRK)
Kate Phillips (BBC)
Maria Nadolna (TVP)
Antonio Ribeiro (RTP)
Ekaterina Orlova (RTR)
Federico Llano (TVE)

Radio Assembly

Radio Committee

Alain Massé (GRF/SRF)
Graham Ellis (BBC)
Miha Lamprecht (RTVSLO)
Jan Westerhof (NPO)

András István Demeter (ROR)
Clare Duignan (RTE)
Annika Nyberg Frankenhaeuser (YLE)
Francis Goffin (RTBF)
Christian Gramsch (DW)
Tewfik Khelladi (ERS)
Josep Martí (SER)
Zoran Mihajlovic (HRT)
Marc Savary (SSR)
Sergio Valzania (RAI)

Technical Assembly

Technical Committee

Alberto Morello (RAI)
Klaus Illgner-Fehns (ARD/ZDF-IRT)
Arlid Hellgren (NRK)
Kazimir Bacic (HRT)
Pere Vila Fumas (RTVE)
Jorma Laiho (YLE)

Yves Le Bras (GRF/FT)
Egon Verharen (NPO)
Carlos Gomes (RTP)
Igor Orlov (RTR)
Andy Bower (BBC)
Thomas Saner (SRG SSR)
Petr Vitek (CT)

Finance Group

Daniel Jorio (SRG SSR)
Mario Capello (RAI)
Jean Copsidas (FT)
Małgorzata Fabijanska-Wasik (TVP)
Frank-Dieter Freiling (ZDF)
Matteo Maggiore (BBC)
Josep Martí (SER)
Viktor von Oertzen (ARD/SWR)
Ismo Silvo (YLE)
Beverley Tew (BBC)
Arlid Hellgren (NRK)

Statutes Group

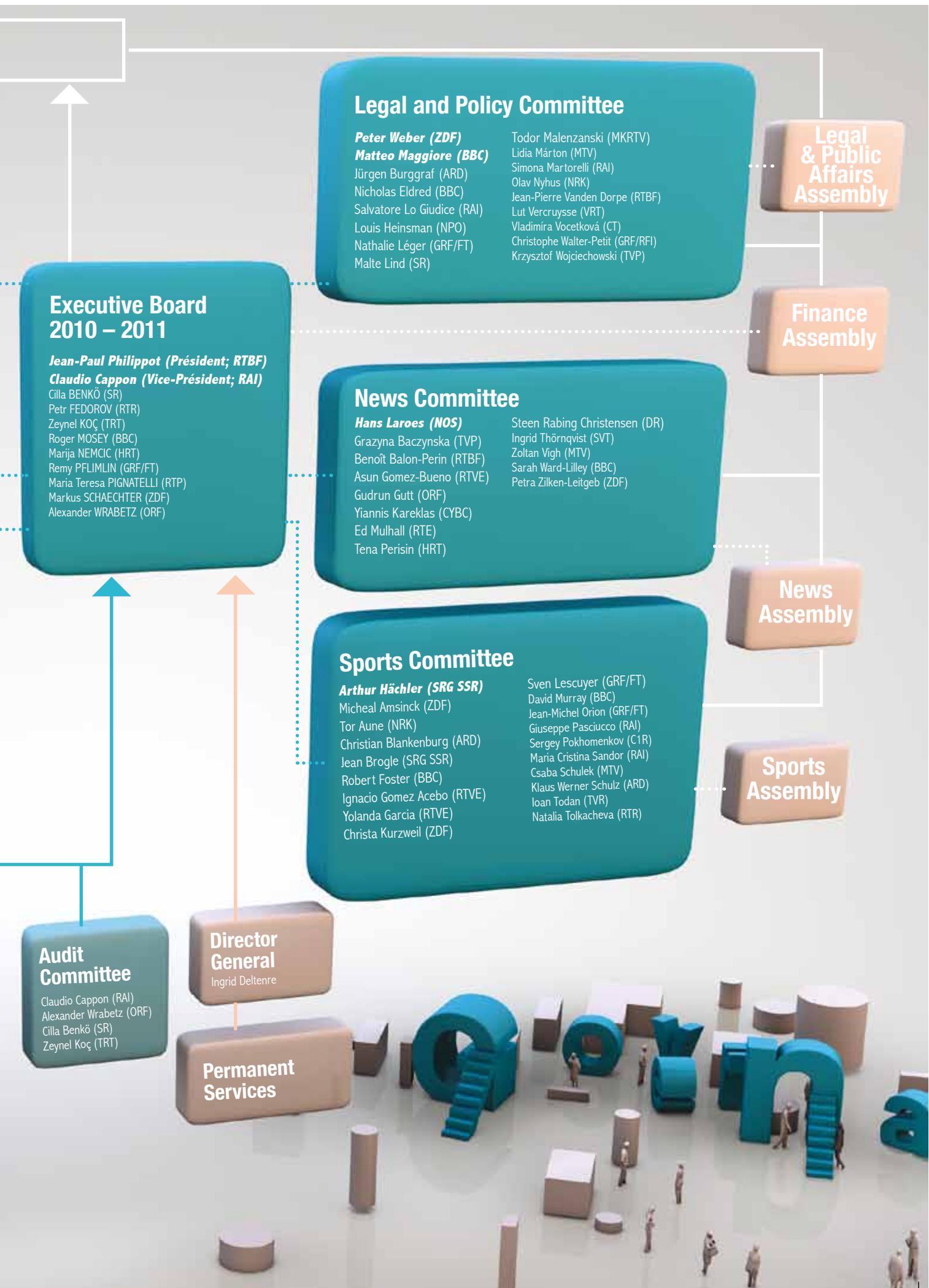
Peter Weber (ZDF)
Nicholas Eldred (BBC)
Kirs-Marija Okkonen (YLE)
Sylvie Courbarien le Gall (GRF/FT)
Ronald Vecht (NPO)
Krzysztof Wojciechowski (TVP)

Eurovision Operations Council

Ismo Silvo (YLE)
Alexander Wrabetz (for the Executive Board)
Arthur Haechler (Chairman of Sports Committee)
David Murray (BBC)
Gilles Marchand (RTS)
Giuseppe Pasciucco (RAI)
Grazyna Baczyńska (TVP)
Hans Laroës (Chairman of News Committee)
Peter Boudgoust (ARD)

Personnel Committee

Marija Nemicic (HRT)
Markus Schächter (ZDF)
Maria Teresa Pignatelli (RTP)
Rémy Pflimlin (GRF/FT)



COMMITTEE CHAIRMEN



Television Committee
BIERMAN Ruurd
(NPO)



Sports Committee
HÄCHLER Arthur (SRG SSR)



News Committee
LAROËS Hans
(NOS)



Radio Committee
MASSE Alain
(GRF/SRF)



Technical Committee
MORELLO Alberto
(RAI)



Legal & Policy Committee
WEBER Peter
(ZDF)

EXECUTIVE BOARD



BENKÖ Cilla
(SR)



CAPPON Claudio
(RAI)



FEDOROV Petr
(RTR)



KOÇ Zeynel
(TRT)



MOSEY Roger
(BBC)



NEMCIC Marija
(HRT)



PFLIMLIN Remy
(GRF/FT)



PHILIPPOT Jean-Paul
(RTBF)



PIGNATELLI Maria Teresa
(RTP)



SCHÄCHTER Markus
(ZDF)



WRABETZ Alexander
(ORF)



Audit Committee
CAPPON Claudio
(RAI)



Finance Group
JORIO Daniel
(SRG SSR)



Personnel Committee
NEMCIC Marija
(HRT)



Eurovision Operations Council
SILVO Ismo
(YLE)



Statutes Group
WEBER Peter
(ZDF)

MANAGEMENT COMMITTEE



Directorate General
DELTENRE
Ingrid



Supporting Services
EKIERT
Julian



Public Affairs & Member Relations
GUARDANS
Ignasi



Television
FRANCK
Joergen



Radio
KONSTANTINOVA
Raina



Sport & Business
KÜRTEN
Stefan



Technology & Development
VERMAELE
Lieven



Legal
VIZARD
Jane



Network & News
WARREN
Graham



EBU ACTIVE MEMBERS

ALBANIA

- Radiotelevisione Shqiptar*

ALGERIA

- Entreprise Nationale de Télévision* / Entreprise Nationale de Radiodiffusion Sonore* / Télédiffusion d'Algérie

ANDORRA

- Ràdio i Televisió d'Andorra, S.A.*

ARMENIA

- Public Television & Radio Armenia, comprising:
 - Public Television of Armenia*
 - PR Public Radio of Armenia*

AUSTRIA

- Österreichischer Rundfunk*

AZERBAIJAN

- İctimai

BELARUS

- Belaruskaja Tele-Radio Campanija*

BELGIUM

- Vlaamse Radio- en Televisieomroep* and Radio Télévision Belge de la Communauté française*

BOSNIA-HERZEGOVINA

- Javna Radio Televizijska servis Bosna i Hercegovine*

BULGARIA

- Bălgarsko Nacionalno Radio*
- Bălgarska Nacionalna Televizija*

CROATIA

- Hrvatska Radiotelevizija*

CYPRUS

- Cyprus Broadcasting Corporation*

CZECH REPUBLIC

- Český Rozhlas*
- Česká Televize*

DENMARK

- DR*
- TV2/Danemark*

EGYPT

- Egyptian Radio and Television Union*

ESTONIA

- Eesti Rahvusringhääling*

FINLAND

- MIV Oy*
- Oy Yleisradio Ab*

FRANCE

- Groupement des Radiodiffuseurs français de l'UER, comprising the following organizations:
 - Télévision Française 1*
 - France Télévisions*
 - (France 2, France 3, France 4, France 5 and Réseau France Outre-mer)
 - Canal Plus
 - Radio France Internationale
 - Radio France*
 - Europe 1*

GEORGIA

- Georgian TV and Radio Broadcasting*

GERMANY

- Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland* (ARD), comprising the following organizations
 - Bayerischer Rundfunk
 - Deutsches Fernsehen
 - Hessischer Rundfunk
 - Mitteldeutscher Rundfunk
 - Norddeutscher Rundfunk
 - Radio Bremen
 - Rundfunk Berlin-Brandenburg
 - Saarlandischer Rundfunk
 - Südwestrundfunk
 - Westdeutscher Rundfunk
 - Deutsche Welle
 - DeutschlandRadio
 - Zweites Deutsches Fernsehen*

GREECE

- Elliniki Radiophonia-Tileorassi SA*

HUNGARY

- Magyar Rádió*
- Magyar Televízió*

ICELAND

- Ríkisútvarpid*

IRELAND

- Raidió Teilefís Éireann*
- Teilifís na Gaeilge*

ISRAEL

- Israel Broadcasting Authority*

ITALY

- RAI-Radiotelevisione Italiana*

JORDAN

- Jordan Radio and Television Corporation*

LATVIA

- Latvijas Televīzija*
- Latvijas Radio*

LEBANON

- Téle-Liban*

LIBYA

- Libyan Jamahiriya Broadcasting*

LITHUANIA

- Lietuvos Radijas ir Televizija*

LUXEMBOURG

- CLT Multi Media*
- Établissement de Radiodiffusion Socioculturelle du Grand-Duché de Luxembourg*

FORMER YUGOSLAV REP. OF MACEDONIA

- MKRTV*

MALTA

- Public Broadcasting Services Ltd*

MOLDOVA

- Teleradio-Moldova*

MONACO

- Groupement de Radiodiffusion monégasque, comprising:
 - Radio Monte-Carlo*
 - Télé Monte-Carlo*
 - Monte-Carlo Radiodiffusion

MOROCCO

- Société Nationale de Radio Télévision*

MONTENEGRO

- Radiotelevizija Crne Gore

NETHERLANDS

- Nederlandse Publieke Omroep*, comprising:
 - Algemene Omroepvereniging AVRO
 - Omroepvereniging BNN
 - Vereniging De Evangelische Omroep
 - Katholieke Radio Omroep
 - Nederlandse Christelijke Radio Vereniging
 - Stichting Nederlandse Omroep Stichting
 - Nederlandse Programma Stichting
 - Televisie Radio Omroep Stichting
 - Omroepvereniging VARA
 - Omroepvereniging VPRO

NORWAY

- Norsk riksringkasting*
- TV 2 AS*

POLAND

- Polskie Radio i Telewizja:
 - Telewizja Polska SA*
 - Polskie Radio SA*

PORTUGAL

- Rádio et Televisão de Portugal*

ROMANIA

- Societatea Română de Radiodifuziune*
- Societatea Română de Televiziune*

RUSSIAN FEDERATION

- Channel One Russia*
- Radio Dom Ostankino,* comprising
 - Radio Mayak
 - Radio Orpheus
 - Radio Voice of Russia
- Rossijskoe Teleradio*

SAN MARINO

- San Marino RTN*

SERBIA

- Radiotelevizija Srbije*

SLOVAKIA

- Rozhlas a televízia Slovenska*

SLOVENIA

- Radiotelevizija Slovenija*

SPAIN

- Radio Popular SA COPE*
- Corporación de Radio y Televisión Española S.A.*
- Televisión Española
- Radio Nacional de España
- Sociedad Española de Radiodifusión*

SWEDEN

- Sveriges Television och Radio Grupp, comprising
- Sveriges Television Ab*
- Sveriges Radio Ab*
- Swedish Educational Broadcasting Company*
- TV4*

SWITZERLAND

- SRG SSR

TUNISIA

- Radio Tunisienne et Télévision Tunisienne
- Radio tunisienne*
- Television tunisienne*

TURKEY

- Türkiye Radyo-Televizyon Kurumu*

UKRAINE

- Natsionalna Radiokompanya Ukrainy* and Natsionalna Telekompanya Ukrainy*

UNITED KINGDOM

- British Broadcasting Corporation*
- United Kingdom Independent Broadcasting*, comprising: Independent Television:
The Network Centre:
- ITV Anglia Television
- ITV Border Television
- ITV Central Television
- Channel Television
- ITV Granada Television
- Grampian N
- ITV Wales Television
- ITV West Television
- ITV London Television
- ITV Meridian Television
- Scottish TV
- ITV Tyne Tees Television
- Ulster Television
- ITV Westcountry Television
- ITV Yorkshire Television
- Channel 4, Sianel 4 Cymru

VATICAN STATE

- Radio Vaticana*

* EBU Active Member (74 Active Members)
* National media organization
(85 national media organizations)

EBU ASSOCIATE MEMBERS

AUSTRALIA

- Australian Broadcasting Corporation
- Free TV Australia
- Special Broadcasting Service Corporation

BANGLADESH

- National Broadcasting Authority of Bangladesh

CANADA

- Canadian Broadcasting Corporation

CHILE

- Corporación de Televisión de la Universidad Católica de Chile (Canal 13)

CHINA

- China Central Television

CUBA

- Instituto Cubano de Radio y Televisión

GEORGIA

- Telemedi
- Rustavi 2

GREENLAND

- Kalaalit Nunaata Radioa

HONG KONG

- Radio Television Hong Kong
- Television Broadcasts Ltd

INDIA

- All India Radio

IRAN

- Islamic Republic of Iran Broadcasting

JAPAN

- Fuji Television Network Inc.
- National Association of Commercial Broadcasters in Japan
- Nippon Hoso Kyokai
- Tokyo Broadcasting System Inc.
- Tokyo FM Broadcasting Co. Ltd

KOREA (REPUBLIC OF)

- Korean Broadcasting System

MALAYSIA

- Radio Television Malaysia

MAURITANIA

- Télévision de Mauritanie

MAURITIUS

- Mauritius Broadcasting Corporation

NEW ZEALAND

- Radio New Zealand
- Television New Zealand Ltd

OMAN

- Oman Directorate General of Radio and Television

QATAR

- Al Jazeera Children's Channel

SOUTH AFRICA

- South African Broadcasting Corporation

SYRIA

- Organisme de la Radio-Télévision Arabe Syrienne

UNITED STATES

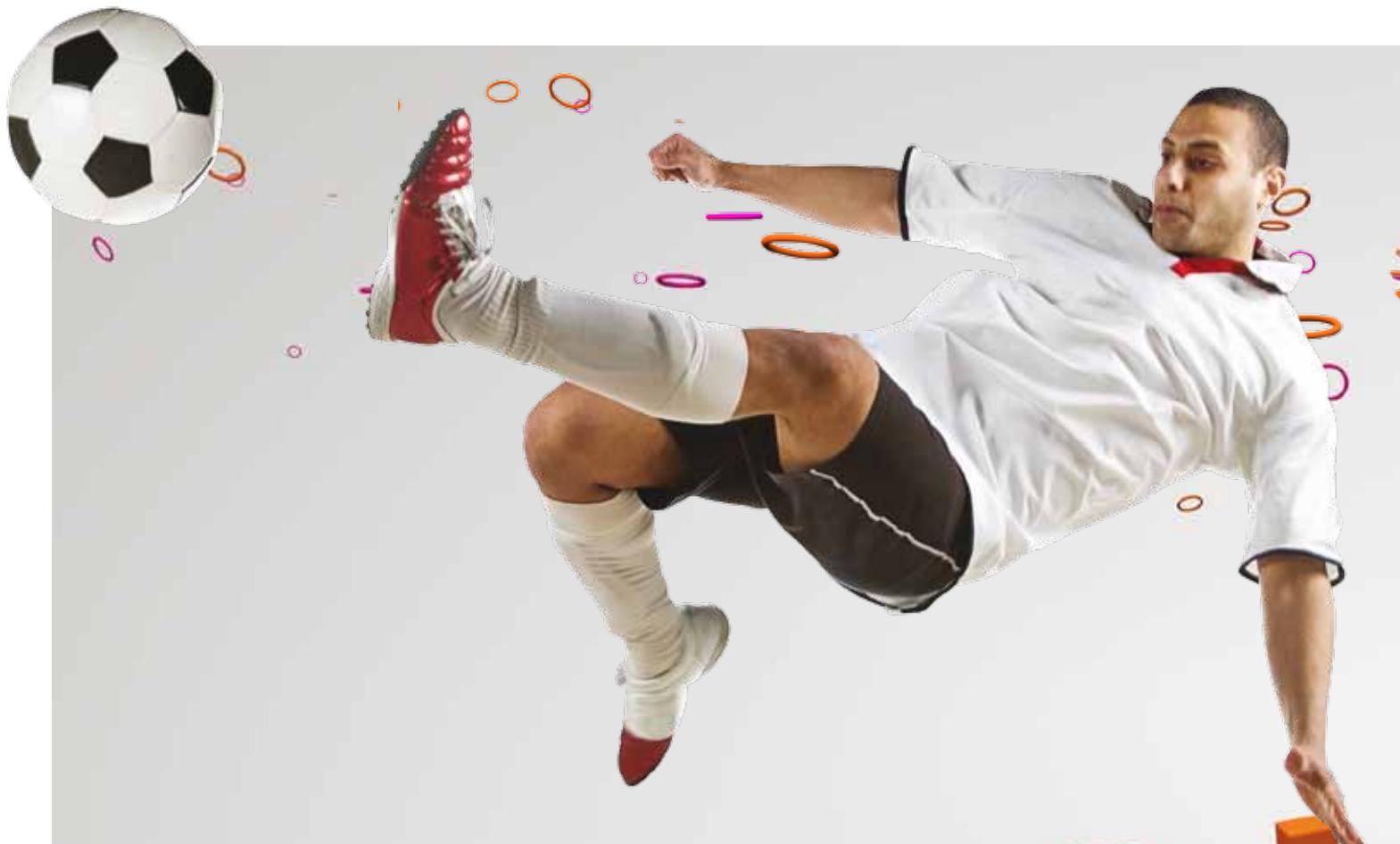
- Capital Cities/American Broadcasting Companies Inc.
- CBS Inc.
- Minnesota Public Radio
- National Broadcasting Company Inc.
- National Public Radio
- WFMT

* EBU Associate Member
(36 Associate Members)

APPROVED PARTICIPANTS

- Abertis Telecom
- Antenna Hungária
- ARTE
- Catalunya Musica
- Duna TV
- EuroNews
- JP "MRD"
- Russian TV and Radio Broadcasting Network
- TV5





si
ci

ABU

Asia-Pacific Broadcasting Union

2nd Floor, New IPTAR Building
Angkasapuri, Kuala Lumpur 50614

MALAYSIA

www.abu.org.my

ASBU

Arab States Broadcasting Union

P.O. Box 250TC
1080 Tunis Cedex

TUNISIA

www.asbu.net

AUB

African Union of Broadcasting

101, rue Carnot

Dakar

SENEGAL



Associations

CBU

Caribbean Broadcasting Union

Waterford Main House, Waterford Plantation, Waterford

St. Michael

BARBADOS

www.caribunion.com

IAB/AIR

International Association of Broadcasting

Carlos Quijano 12 64

11100 Montevideo

URUGUAY

www.airiab.com

NABA

North American Broadcasters Association

P.O. Box 500 Station "A",

Toronto, Ontario M5W 1E6

CANADA

OTI

Organizacion de Telecomunicaciones Iberoamericanas

Av. Vasco de Quiroga No. 2000, Anexo Edificio B

Col. Santa Fe, Del. Alvaro Obregón

01210 México D.F.

MEXICO

www.oti.tv

GENEVA

L'Ancienne-Route 17A
CH-1218 Grand-Saconnex
SWITZERLAND
Tel: + 41 (0)22 717 2111
Fax: + 41 (0)22 747 4000
ebu@ebu.ch

BRUSSELS

56, Avenue des Arts
B-1000 Brussels
BELGIUM
Tel: +32 2 286 9115
Fax: +32 2 286 9110
brussels@ebu.ch

MOSCOW

Eurovision Moscow
Pozharsky Pereulok, 15, Floor 4
119034 Moscow, **RUSSIA**
Tel: + 7 495 221 49 81
Fax: + 7 495 221 49 82
moscow@eurovision.net

NEW YORK

CBS Broadcast Center Room 4330
524 West 57th Street
New York, NY 10019
USA
Tel: +1 212 265 3288
Fax: +1 212 956 7930
newyork@eurovision-us.net

WASHINGTON

Suite 300, 2000 M Street,
NW, Washington DC 20036
USA
Tel: +1 202 293 9371
Fax: +1 202 887 0337
washington@eurovision-us.net

EUROVISION LONDON LIMITED

Office Suite SHBC 21 – Ground Floor
Saracens House Business Centre
25 St. Margaret's Green
Ipswich
IP4 2BN
GREAT BRITAIN
Tel +44-1473 216 901
london@eurovision.net

ROME

Media House Eurovision Roma
Via della Conciliazione, 44
00193 Rome, **ITALY**
Tel: +39 06 6889 1824
rome@eurovision.net

SINGAPORE

Eurovision EVO PTE LTD
100 Beach Road
15-10/13 Shaw Tower
189702 Singapore
SINGAPORE
Tel: +65 (6224) 9335
Fax: +65 (6224) 9382
asia@eurovision.net

BEIJING

B-503 Winterless Center
No.1 West Dawang Road
Beijing 100026
CHINA
Tel: +86 10 6538 8068
Fax: +86 10 6538 8008
asia@eurovision.net





our offices



The EBU would like to thank all its Members, suppliers and partners for their cooperation, goodwill and support throughout this past year.

We are convinced that in the spirit of solidarity and with our joint efforts we will be able to shape our future for the better.

European Broadcasting Union (EBU)
Union Européenne de Radio-Télévision (UER)